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NAHCR
NATIONAL ASSOCIATION FOR HEALTH CARE RECRUITMENT

NATIONAL ASSOCIATION FOR HEALTH CARE RECRUITMENT
RECRUITMENT SURVEY

June, 1989

Provided by:

Nursing89®

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NATIONAL ASSOCIATION FOR HEALTH CARE RECRUITMENT
RECRUITMENT SURVEY
June, 1989

SPECIAL 10TH YEAR ANNIVERSARY EDITION

SUMMARY

- The RN shortage continues the moderating trend noted last year. Slight decreases are recorded for the percentage and average number of RN vacancies. The average number of RNs to be recruited is down dramatically.
- Recruitment needs are changing. Difficulty in filling critical care positions drops to 50% from previous highs of 60%-65%. Difficulty in recruiting medical/surgical nurses continues to move upwards and is now at an all time high of 48%.
- Retention efforts appear to be successful. The 18% turnover rate is actually lower than the last two years (20%) and equal to the mid-1980s.
- As proposed by last year's respondents, many facilities (40%) are reducing the demand for RNs through the use of ancillary workers: dietary nutritional aides, housekeeping, patient transporters, unit clerks, and more orderlies/ nursing aides.
- Fewer recruiters are using recruiting agencies--34%, down from a peak of 41% last year. The use of foreign nurses at 20% matches 1981/82 but is not as high as in 1980 (29%).
- Flexible staffing for nurses increases significantly again this year (now 87% vs. 79% last year and 63% in 1987).
- All nursing salaries are higher than in 1988. The average maximum salary paid to staff RNs increases the most (10% vs. 6%/7% for other nurse salaries). Allied health salaries rose 4% to 7% across the board.
- Recruitment costs are escalating. Budgets (averaging $193,300) increase 26% after a 35% hike last year. Cost per hire ($1,963) is up 3%. Recruiters salaries ($33,282) are up 6%.

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BACKGROUND

The 1989 Recruitment Survey was sent to members of the National Association of Health Care Recruiters on January 5, 1989. Information was requested concerning bed capacity, staffing, employee benefits, recruitment methods, and duties associated with the recruiter position. The questionnaire was a slight modification of the 1988 form and included new questions about foreign recruitment (a question included in early 1980 surveys), the use of alternative staffing, and the value of "Recruitment" certification.

This is the tenth consecutive year that Springhouse has conducted the survey for the Association, documenting this decade's recruitment events and trends since 1980. Data presented in this year's report is for selected years only. Please refer to previous reports for specific information on the years since 1980 which are not included.

METHOD AND RESPONSE

Questionnaires were sent to 909 recruiters from the NAHCR membership of 1144. As in previous years: The names of NAHCR members employed by the same facility were combined into one request for information. Agencies and recruiters for hospital corporations are not included due to the incompatibility of their numerical data with individual hospitals. (Data from recruiters serving hospital complexes with 2-10 facilities is included.)

Region:	Questionnaires Mailed #	Tabulated Responses #	Response Rate %
Northeastern	303	120	40
Southern	230	95	41
North Central	228	105	46
Western	148	66	45
National	909	386	42

A follow-up postcard was mailed on January 17, 1989. Information about 386 facilities was tabulated giving a response rate of 42% (an all time high) utilizing a $300 drawing for survey respondents.

REGIONS

North Central:

IL, IN, IA, KS, KY, MI, MN, MO, NE, ND, OH, SD, WI

Northeastern:

CT, DE, DC, ME, MD, MA, NH, NJ, NY, PA, RI, VT, VA, WV

Western:

AZ, CA, CO, ID, MT, NV, OR, UT, WA, WY

Southern:

AL, AR, FL, GA, LA, MS, NM, NC, OK, SC, TN, TX

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HOSPITAL DATA

According to respondents, the average number of beds is 428--3% lower than the 442 last year. The general composition of survey hospitals by bed capacity has not varied over the past 5 years with the majority in the 100-499 (65%) and 500-999 (27%) range. A few have 1000 or more beds (4%) or less than 100 beds (2%).
Bed capacity for most respondents has remained the same (83%), while 10% report an increase and 6% a decrease. The high for bed capacity decreases was 16% in 1985.
The average daily patient census of 72% is lower than the 76% of the past two years.

The national average for budgeted FTE (full-time/full-time equivalent) RNs is 429. It declines along with bed size by 3% over the 442 in 1988. Nationally, the ratio of bed capacity per FTE RN (1.00) and the daily patient census/nurse ratio (0.72) are the same as last year after declining steadily since 1980.

	Bed Capacity::One FTE RN				Daily Patient Census::One FTE RN			
	1989	1988	1984	1980	1989	1988	1984	1980
Northeastern	1.03	0.99	1.34	1.59	0.80	0.79	1.12	1.31
Southern	1.08	1.42	1.38	1.59	0.76	0.99	1.04	1.28
North Central	0.96	0.90	1.17	1.63	0.66	0.65	0.92	1.36
Western	0.90	1.04	0.97	1.26	0.58	0.72	0.71	1.00
National	1.00	1.00	1.25	1.56	0.72	0.73	0.97	1.27

How to read the table: Nationwide in 1989, one FTE nurse is responsible for 1.00 beds based upon the total beds available in the hospital. One nurse is responsible for 0.72 of those occupied on a daily average.

It may be more meaningful when the ratio falls below 1.00 to consider the inverse ratio of nurses per occupied bed or patient. This year, and also last year, there were 1.4 FTE nurses per patient. Obviously, there was one FTE RN per bed available.

Nationwide, 46% indicate no change in the staffing mix of full-time and part-time RNs, similar to 1988's 44%. A third report fewer full-time/more part-time RNs and 15% report more full-time/fewer part-time RNs.

The majority of respondents (84%) recruit for acute care/short term hospitals. Approximately 12% recruit for acute care hospitals with some long term beds; 2%, for facilities with only long term beds; and 3%, for specialty hospitals. Cross tabulations show more similarities than differences between acute care only hospitals and those with long term beds. Since staffing mix and occupancy rates differ markedly for facilities with only long term beds, statistics for these seven institutions (all in the Northeast) were not included in these particular tables. Due to the size of the sample however, inclusion at the national level has little or no effect--a change of one percentage point at most.

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Half the facilities represented either now use or plan to use another category worker (e.g. dietary, housekeeping, etc.) to assume non-nursing duties of nurses. Current utilization is slightly higher in the Northeast and lower in the North Central states than elsewhere. Cross tabulations reveal no significant variation in the use of ancillary workers by bed size, number of FTE RNs, daily patient census, turnover rate, or the use of recruitment agencies.

Present users report employing dietary/nutritional aides for tray delivery and pick-up (63 respondents), followed by housekeeping help for cleaning and making beds (42), patient escorts/transporters to transport patients (32), and more orderlies/nurses aides (23). Only four respondents report an increase in LPN/LVNs.

RECRUITING-BUDGET/VACANCIES

Seven out of ten hospitals this year have a separate recruitment budget, and most provide specific data. Recruitment budgets, averaging $193,300 in 1989, are 26% higher than the $153,748 last year.

It is difficult to compare budgets among facilities. In addition to expected variations by hospital size and the number of FTE RNs to be recruited, some budgets include advertising (87%), a few (7%) do not; some include recruiter salaries (64%), others do not (30%). Variation in median budgets is $170,000 with salaries included vs. $89,000 without.

Nationwide, slightly fewer respondents this year report a budget increase (62%) and more a decrease (14%). The start up of a new recruitment program (8%) is about equal to last year.

The national average for the number of FTE RNs to be recruited this year, 86, is down significantly from the 99/100, of the past two years. The number of RN FTE vacancies is slightly less than last year--37 nationally vs. 42 but still considerably higher than the lows of 1984/85.

The 9% calculated value for the percentage of nursing vacancies in each hospital--the number of RN FTE vacancies divided by budgeted number of RN FTE--is comparable to last year (10%) and higher than the low of 7% in 1986.

JOB SPECIALTIES - RELATIVE DIFFICULTY IN HIRING

ICU/CCU vacancies are not as hard to fill as in the past, down to 50% from previous levels of 60% to 65%. The most dramatic decline occurs in the Northeast where it is now 37% and lower than for Med/surg nurses (54%). ICU/CCU is still the most difficult specialty to fill in the West (61%) and North Central states (54%). In the South, ICU/CCU and Med/surg are equal (54%/55%).

Nationwide, difficulty in recruiting medical/surgical nurses (48%) is up significantly over last year (39%) and is higher than in the days of the previous nursing shortage. (See tables)

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RECRUITMENT METHODS

The 18% national turnover rate for nurses is lower than the 20% last year and much below the early 1980's (27%/30%). The cost per hire continues to rise (3% over 1988) and is now $1,963 nationally.

The use of recruiting/employment agencies, 34% nationwide, is lower than the record high of 41% last year. A question about the use of foreign nurses was restored to the survey after an absence of 5 years. One fifth (20% nationwide) of the recruiters recruit foreign nurses, with greater use in the Northeast and South (24%/30%) than in North Central and Western states (11%/14%). Six out of ten who recruited foreign nurses this year plan to do so in 1989. A quarter say they might and 15% will not.

As in the past, virtually all recruiters utilize local advertising and career days to recruit nursing personnel. About three quarters contact new nurses through individual campus visits and student nurse conventions. The use of other advertising methods drops slightly over last year but still represents substantial preference by recruiters: non-local advertising (71%), job fairs (70%), national journal advertising (66%), and career directories (65%).

The average number of recruitment trips is up slightly this year (15). Half the respondents made more trips last year while a third made the same number and 10% made fewer trips.

ALLIED HEALTH RECRUITMENT

More respondents this year provide information about recruitment of allied health personnel (72% vs. 64%)--probably due to the increased membership of NAHCR. Only national values are reported in the tables since some regional numbers are too small to produce meaningful comparisons.

While Physical therapists continue to be the hardest positions to fill (69%), difficulty in filling other allied health positions increases significantly over previous levels: Pharmacist (62% vs. 29%), Radiology technician (57% vs. 13%), Respiratory therapist (51% vs. 21%), Medical technologist (51% vs. 15%), and Occupational therapist (46% vs. 20%).

This year, however, respondents were asked to indicate the degree of difficulty when listing positions. Half the recruiters regard PTs as the most problematic with 35% saying it is number one in difficulty. Although regional numbers are small, more in the South (54%) and fewer in the Northeast (19%) find PTs most difficult while the West and North Central states are about average. Pharmacists (12%) are the next in the most difficult category and exhibit lesser regional variation. Radiology technicians follow with 10% and are much more difficult to obtain in the Northeast (18%) than in the South, West, or North Central states (3% to 8%).

When asked what recruiting methods had been most successful, respondents list local advertising (48%), followed by national professional journal advertising (25%), and career days, ads and campus visits (14% each)--almost unchanged from last year.

The needs and requirements in allied health recruitment show little change over 1988. Respondents report few vacancies (1-2) in allied health positions with one to two thirds having no vacancies. Recruitment goals average 3 for Respiratory therapists, 1 for Occupational therapists, and 2 each for all others.

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BENEFITS

In addition to health and life insurance, virtually all facilities (90% to 98%) offer tuition reimbursement, pension plans, tax sheltered annuities, dental insurance, and credit unions to health care employees with little change over the last four years.

Pharmacy discounts (83% nationwide) drop slightly over last year (88%). Wellness centers are available to 37%, down from 44% last year. Equal to last year, a third have access to child care centers.

In benefits offered to nurses, a significant increase appears again in flexible staffing (87% vs. 79% in 1988 and 63% in 1987). Modest increases of 1 to 3 percentage points are seen in tuition reimbursement (98%), paid-time off to attend seminars/continuing education (85%), critical care internships (52%), clinical laddering (49%), and work study programs for students (27%).

This year evening and weekend differential payments are reported separately. Evening/night differential payment is universal (97%) with little regional variation. Weekend differential payment is relatively common (59%) and more usual in the South (67%) than in the West (49%) with average utilization elsewhere. Previous combined values for differential payment were 82% and 78%.

In a new question, approximately a third offer scholarships to student nurses--more often in the North Central states (46%) than in the West (27%) while the other regions are about average.

A slight decline is recorded for special orientations or internships for new students (77%), while refresher courses for nurses returning to work is about the same (25%). Two bonus questions, new last year, show little change with sign on bonuses at 22% and retention at 11%.

SALARIES

Most nursing salaries are 6% to 7% above last year. The average base salary for staff nurses ($24,150) is up 7% while the maximum staff nurse salary ($34,376) shows the greatest increase (10%) of any health care employee.

The average salaries for LPN/LVNs and minimum for staff nurses are now slightly higher in the Northeast than in other regions, while the usual somewhat higher salaries in the West prevail for other nursing positions. Salaries in the South are no longer substantially lower.

More facilities this year (31% vs. 26%) now pay extra for a BSN over a Diploma or Associate Degree nurse--almost as high as in 1984 and 1980/81 (33% to 35%).

In Allied health, average base salaries are up 7% for Physical therapists ($26,176), Radiology technicians ($19,139), and Occupational Therapists ($24,447), and up 5% for Pharmacists ($31,126).

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NURSE RECRUITER - COMPENSATION/RESPONSIBILITY/CERTIFICATION

The average respondent's salary of $33,282 is 6% higher than last year's $31,285. A sharp drop is again noted in the length of time responding members have been in their current jobs (30 months vs. 43 months in 1986 and 53 months in 1987) or in the recruitment field (38 months vs. 59 and 64 months).

The percent of time that respondents spend on recruitment drops slightly this year to 69% nationwide--down from 73% last year but higher than the lows of 57%/59% in 1984/85. Respondents devote 24% of their time to retention efforts--slightly more than the 22% last year.

With little regional variation, most respondents (69%) recruit for nursing and other allied health positions, while 29% recruit only for nursing. A few (2%) are responsible only for non-nursing positions.

As in the past, almost all respondents recruit for RNs (96%) and a majority for LPN/LVNs (87%) and nurses aides/orderlies (65%). Comparable to last year, 31% recruit for a satellite facility at a location off the main hospital campus--an average of 2.6 facilities.

An impressive majority (81%) of NAHCR members responding would be interested in certification for the Specialty of Recruitment if it were available. Slightly more in the Northeast and South (84% each) than in the West (74%) say "Yes", while those in the North Central area (79%) are about average. Interestingly, almost half at the national level (48%) do not know if certification would make a difference in their status as a human resource professional. More than a quarter (29%) feel it would not while 23% think it would. More respondents in the Northeast and South (28% each) and fewer in the West (15%) and North Central area (18%) say it would make a difference.

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HEALTHCARE RECRUITMENT SURVEY

JUNE 1989

HOSPITAL DATA

In what region is your facility located?

	1989	1988	1984	1980
	#	#	#	#
Northeastern	120	82	103	50
Southern	95	65	94	85
North Central	105	59	97	75
Western	66	50	51	32
National	386	256	345	242

What is the bed capacity of the hospital for which you recruit?*

	20-99 beds		100-299 beds		300-499 beds		500-999 beds		1000+ beds	
	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
	%	%	%	%	%	%	%	%	%	%
Northeastern	3	2	28	28	36	39	24	28	4	2
Southern	1	3	26	20	31	29	37	39	4	9
North Central	-	2	28	17	40	44	29	34	4	3
Western	5	6	38	36	38	40	17	14	3	4
National	2	3	29	25	36	38	27	30	4	5

What is the bed capacity of the hospital* for which you recruit?

	Average				Range
	1989	1988	1984	1980	1989
	#	#	#	#	#
Northeastern	421	425	468	486	(49-1096)
Southern	476	509	458	438	(80-1500)
North Central	435	462	458	490	(107-1200)
Western	363	359	356	379	(21-1400)
National	428	442	446	456	(21-1500)

How does this compare to the capacity in 1988?

	Increase			Decrease			Same		
	1989	1988	1984	1989	1988	1984	1989	1988	1984
	%	%	%	%	%	%	%	%	%
Northeastern	12	7	7	6	4	8	83	89	85
Southern	12	15	21	6	6	4	82	79	73
North Central	11	5	8	8	10	19	81	83	73
Western	6	22	16	5	2	4	89	74	78
National	10	12	13	6	5	9	83	82	77

What is the budgeted number of full-time/full-time equivalent RN positions in your hospital?*

	Average				Range
	1989	1988	1984	1980	1989
	#	#	#	#	#
Northeastern	410	429	350	306	(15-1784)
Southern	441	458	331	275	(76-1620)
North Central	454	513	391	300	(57-2000)
Western	405	342	366	300	(15- 968)
National	429	442	358	293	(15-2000)

Has the mix of full-time and part-time RNs changed in the past year?

	Yes, more full-time/ fewer part-time			Yes, fewer full-time/ more part-time			No change		
	1989	1988	1986	1989	1988	1986	1989	1988	1989
	%	%	%	%	%	%	%	%	%
Northeastern	18	11	27	29	34	28	51	51	47
Southern	13	21	17	38	26	33	45	52	44
North Central	16	36	26	34	15	37	40	37	34
Western	9	18	9	41	48	47	50	30	44
National	15	21	21	35	30	35	46	44	42

*Data deleted from 7 facilities with only long term beds.

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HOSPITAL DATA (Continued)

What is the average daily patient census?** (By percentage)

	1989	1988	1984	Range 1989
	%	%	%	%
Northeastern	81	82	83	(53-100)
Southern	68	74	77	(35-98)
North Central	68	71	76	(31-95)
Western	68	75	75	(33-91)
National	72	76	78	(31-100)

What is the average patient census? (By number)*

	1989	1988	1984	1980
	#	#	#	#
Northeastern	327	340	393	402
Southern	334	356	347	351
North Central	300	335	358	409
Western	246	245	264	299
National	307	325	350	372

How does this patient census compare to the last fiscal year?

	Increase			Decrease			Same		
	1989	1988	1984	1989	1988	1984	1989	1988	1984
	%	%	%	%	%	%	%	%	%
Northeastern	31	35	25	17	12	40	35	35	21
Southern	33	46	22	28	20	45	27	26	25
North Central	31	34	9	23	25	63	34	25	22
Western	27	52	24	21	8	37	48	32	29
National	31	41	20	22	16	47	34	30	23

What is the nursing staff mix in your hospital?

	RN		LPN		Nsg. Aides	
	1989	1988	1989	1988	1989	1988
	%	%	%	%	%	%
Northeastern	69	72	15	13	17	14
Southern	68	69	19	19	13	12
North Central	73	76	16	16	11	9
Western	79	79	12	14	9	9
National	72	73	16	15	13	12
1989 range	(17%-100%)		(0%-30%)		(0%-70%)	

Do you now use or plan to use another category worker e.g. dietary, housekeeping, to assume non-nursing duties of nurses? (1989 only)

	Now Use	Plan to use	No
	%	%	%
Northeastern	44	10	45
Southern	40	8	47
North Central	35	14	48
Western	38	11	52
National	40	11	47

If yes: please specify worker and duties. National level more than 5 mentions

Using	Worker	Primary duties
#		
63	Dietary nutritional aide	Tray delivery & pickup (47)
42	Housekeeping, housekeeper	Cleaning (15), making beds (14), housekeeping (4), Trash (3)
32	Patient transport/escort	Transport patients (22)
29	Unit clerks, ward secretary	Non-nursing/clerical duties (12), errands (8), stocking supplies (6)
23	More orderlies, nurses aides	Nurse extender (6), Errands (4), Bathing patients (3)
11	Monitor/CCU technicians	Watch for changes (2)
10	Patient care technician	Errands (3), Beds (2), Feed pts. (2)
5	Nurse intern, student aides	Assorted duties (3)
5	Nursing technical assistant	Basic patient care (4)
4	More LPNs/LVNs	

*Data deleted from 7 facilities with only long term beds.

**Same with or without long term bed facilities.

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RECRUITMENT BUDGET

Do you have a separate recruitment budget?

	Yes			No		
	1989	1988	1985	1989	1988	1985
	%	%	%	%	%	%
Northeastern	68	77	62	31	22	36
Southern	78	74	72	22	26	28
North Central	72	73	62	28	27	36
Western	70	70	54	30	30	46
National	72	74	63	28	26	36

For total recruitment budget...

Include: Direct recruiting costs--recruiter and recruiting staff salaries, travel, advertising, and recruitment materials.

Do not include: Indirect recruiting costs--overhead, office space, utilities, and orientation.

If Yes: What is your total recruitment budget for the year 1988-1989? (Values from 257 individuals)*

	Average				Range	Median	Median	Median
	1989	1988	1984	1980	1989	1989	1988	1984
	$	$	$	$	$	$	$	$
Northeastern	201,933	149,002	79,937	48,836	(1,000-797,500)	142,800	107,500	57,360
Southern	217,042	193,179	83,334	75,521	(9,900-971,800)	178,100	150,000	59,360
North Central	168,890	130,518	76,115	57,938	(6,000-900,000)	114,800	116,100	49,100
Western	189,593	137,668	79,781	61,982	(1,000-550,300)	149,350	105,350	60,106
National	193,300	153,748	80,005	61,790	(1,000-971,800)	145,100	119,000	56,000

If Yes: How does this compare to your budget for the last fiscal year?

	Increase				Decrease				Same				New program/other				No Answer			
	1989	1988	1984	1980	1989	1988	1984	1980	1989	1988	1984	1980	1989	1988	1984	1980	1989	1988	1984	1980
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	68	70	18	70	11	3	30	8	9	8	35	12	7	11	2	-	5	8	15	10
Southern	68	65	20	59	14	8	42	7	11	6	29	9	5	10	1	-	3	10	8	25
North Central	53	74	13	64	17	2	45	4	18	14	20	16	11	5	1	-	1	5	21	16
Western	59	60	10	60	17	6	41	9	7	17	27	9	9	14	-	-	9	3	22	22
National	62	68	16	63	14	5	39	6	12	11	28	12	8	10	1	-	4	7	16	19

What percent of your current budget is for:

BUDGET INCLUDES SALARY: (Responses from 182 individuals)

	Salary				Travel				Advertising			
				Range				Range				Range
	1989	1988	1984	1989	1989	1988	1984	1989	1989	1988	1984	1989
	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	32	37	48	(5-88)	7	9	6	(0-48)	45	39	37	(0-80)
Southern	35	31	39	(7-89)	11	10	13	(1-33)	32	38	30	(0-65)
North Central	38	41	55	(5-86)	11	9	8	(0-33)	32	37	25	(0-75)
Western	39	39	47	(15-93)	9	10	10	(0-32)	40	37	32	(0-75)
National	36	37	47	(5-93)	9	9	9	(1-48)	37	38	31	(0-80)

*Deletes data from 7 facilities with only long term beds.

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RECRUITMENT BUDGET (continued)

Budget includes salary (continued)

	Recruitment materials				Other			
	1989	1988	1984	Range 1989	1989	1988	1984	Range 1989
	%	%	%	%	%	%	%	%
Northeastern	9	7	7	(0-33)	8	7	3	(0-52)
Southern	11	10	9	(0-54)	12	11	12	(0-62)
North Central	12	6	7	(0-36)	7	7	8	(0-40)
Western	6	7	11	(0-15)	7	7	7	(0-34)
National	10	8	8	(0-54)	8	8	8	(0-62)

BUDGET DOES NOT INCLUDE SALARY: (Responses from 95 individuals)

	Travel				Advertising				Recruitment materials				Other			
	1989	1988	1984	Range 1989	1989	1988	1984	Range 1989	1989	1988	1984	Range 1989	1989	1988	1984	Range 1989
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	15	19	13	(0-100)	54	56	66	(0-89)	17	19	18	(0-90)	14	6	4	(0-80)
Southern	18	22	23	(0-69)	44	46	53	(0-83)	19	21	26	(2-100)	19	10	11	(0-64)
North Central	20	30	23	(0-87)	42	44	47	(0-93)	13	15	20	(0-50)	16	10	18	(0-90)
Western	20	10	23	(0-75)	57	70	62	(10-95)	12	11	21	(0-25)	11	9	19	(0-90)
National	18	21	20	(0-100)	48	54	56	(0-95)	16	16	21	(0-100)	16	9	13	(0-90)

Other expenses for 1988-1989 - Combined budgets (more than 10 mentions Nationally): Bonuses/special incentives (29), relocation expenses (26), career day/open houses (22), dues/subscriptions (22), dinners (17), retention programs (16), job fairs (16 education reimbursement/scholarships (15), interview expenses (13)

NURSE RECRUITMENT

How many RNs (full-time equivalents) do you plan to recruit this year?

	Average				Range
	1989	1988	1984	1980	1989
	#	#	#	#	#
Northeastern	75	99	73	108	(0-400)
Southern	94	98	86	120	(2-500)
North Central	87	99	51	107	(0-600)
Western	97	105	66	102	(1-300)
National	86	100	70	110	(0-600)

How many RN FTE vacancies do you currently have?

	Average				Range
	1989	1988	1984	1980	1989
	#	#	#	#	#
Northeastern	37	41	17	31	(0-211)
Southern	44	53	14	43	(4-218)
North Central	31	32	9	36	(0-180)
Western	38	42	11	38	(0-244)
National	37	42	13	37	(0-244)

What percent RN FTE vacancies do you currently have? (Calculated value from # vacancies & # FTE on staff of individual facilities.)

	Average				Range
	1989	1988	1987	1986	1989
	%	%	%	%	%
Northeastern	10	10	9	7	(0-29)
Southern	11	13	12	8	(1-30)
North Central	8	7	7	6	(0-29)
Western	8	10	8	7	(0-46)
National	9	10	9	7	(0-46)

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NURSE RECRUITMENT (continued)

Which nursing specialties are hardest to fill? (5 mentions and above at the national level during at least one year)

NORTHEASTERN	1989 %	1988 %	1984 %	1980 %
Medical/surgical	54	45	18	36
ICU/CCU	37	51	59	84
Oncology	8	7	2	-
Emergency room	5	7	-	-
Operating room	4	12	8	14
Psychiatric/mental health	4	2	13	6
Evening/night staff	4	1	-	-
Neurosurgery/neurology	4	6	2	12
Ob/gyn/nursery/maternal	3	1	7	-
Rehabilitation	3	4	-	-
All specialties	2	4	-	-
Pediatric	2	1	-	-
Orthopedic	1	1	2	4
Burn unit	-	1	-	-
(Base)	(120)	(82)	(103)	(50)

WESTERN	1989 %	1988 %	1984 %	1980 %
ICU/CCU	81	78	63	72
Medical/surgical	39	26	-	-
Operating room	17	28	27	19
Ob/gyn/nursery/maternal	9	18	14	6
Oncology	9	6	6	6
Emergency room	6	4	-	-
Evening/night shift	6	2	-	-
Psychiatric/mental health	6	-	6	-
Rehabilitation	5	4	-	-
Neurosurgery/neurology	3	6	6	-
Orthopedic	3	4	-	-
Pediatric	3	-	-	-
Hemodialysis	2	2	-	-
All specialties	2	-	-	-
Coronary/cardiac surgery	2	-	-	-
(Base)	(66)	(50)	(51)	(32)

SOUTHERN				
ICU/CCU	55	64	59	64
Medical/surgical	54	42	20	54
Oncology	11	9	10	8
Operating room	10	9	6	4
Ob/gyn/nursery/maternal	5	5	10	7
Neurosurgery/neurology	4	5	5	5
Emergency room	4	2	-	-
Rehabilitation	2	3	-	-
Hemodialysis	2	3	-	-
Coronary/cardiac surgery	2	2	-	-
Psychiatric/mental health	2	-	-	-
Evening/night shift	2	-	-	-
Orthopedic	1	8	3	6
Pediatric	1	5	4	-
All specialties	1	2	-	-
Burn	-	2	-	-
(Base)	(95)	(65)	(94)	(85)

NORTH CENTRAL				
ICU/CCU	54	68	60	51
Medical/surgical	40	36	6	36
Operating room	10	7	7	-
Emergency room	8	10	-	-
Oncology	7	9	7	8
Psychiatric/mental health	7	7	13	9
Rehabilitation	7	5	-	-
Ob/gyn/nursery/maternal	5	5	3	-
Coronary/cardiac surgery	5	3	-	-
Orthopedic	4	3	-	-
Hemodialysis	4	-	-	-
Neurosurgery/neurology	3	3	5	7
Pediatric	3	2	5	4
All specialties	3	2	-	-
Burn unit	1	5	-	-
Evening/night shift	1	3	2	-
Recovery	-	2	-	-
(Base)	(105)	(59)	(97)	(75)

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NURSE RECRUITMENT (Continued)

NATIONAL	1989	1988	1984	1980
	%	%	%	%
ICU/CCU	50	63	60	65
Medical/surgical	48	39	13	42
Operating room	9	13	10	7
Oncology	8	8	6	6
Emergency room	6	6	3	-
Ob/gyn/nursery/maternal	5	6	8	3
Psychiatric/mental health	5	2	10	4
Neurosurgery/neurology	4	5	4	6
Rehabilitation	4	4	-	-
Evening/night shift	3	2	4	-
Orthopedic	2	4	2	9
Pediatric	2	2	4	1
All specialties	2	2	-	-
Coronary/cardiac surgery	2	2	-	-
Hemodialysis	2	1	2	-
Geriatric	1	-	1	-
Burn unit	*	2	-	-
Recovery room	*	-	-	-
(Base)	(386)	(256)	(343)	(242)

What is your annual turnover rate for Full-Time Equivalent RNs?

Turnover rate = $\frac{\text{\# of FTE RNs terminated in 1988}}{\text{\# FTE RNs on staff in the middle of 1988}}$

	Average				Range
	1989	1988	1984	1980	1989
	%	%	%	%	%
Northeastern	17	20	18	29	(2-41)
Southern	20	24	22	34	(2-40)
North Central	16	16	14	27	(2-36)
Western	19	18	17	31	(6-48)
National	18	20	18	30	(2-48)

What is your cost per FTE hire?

Cost per hire = $\frac{\text{(All RN recruitment operational expenses + all recruitment employee salaries)}}{\text{Total number of RNs hired in 1988}}$

	Average				Range
	1989	1988	1984	1980	1989
	$	$	$	$	$
Northeastern	2166	1998	1040	649	(75-5,000)
Southern	1769	1758	894	816	(466-5,000)
North Central	1881	2304	1025	682	(65-9,000)
Western	2045	1549	1283	777	(164-8,000)
National	1963	1899	1033	731	(65-9,000)

In the past year, did you utilize a recruiting or employment agency?

	Yes				No			
	1989	1988	1984	1980	1989	1988	1984	1980
	%	%	%	%	%	%	%	%
Northeastern	28	33	11	18	73	66	89	82
Southern	43	46	18	32	57	53	82	68
North Central	37	42	13	28	63	56	87	72
Western	26	44	29	47	73	56	71	53
National	34	41	16	30	66	58	84	70

If Yes: What types of positions are filled by agencies?

National level	1989	1988	1987
	%	%	%
Nursing Administration	51	57	42
Nursing staff	29	36	31
Therapists	9	10	11
Other	11	12	13
(Base)	(130)	(104)	(55)

* Less than 0.5%

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NURSE RECRUITMENT (continued)

Did you recruit nurses from outside the United States during 1989?

	Yes			No		
	1989	1984	1981	1989	1984	1981
	%	%	%	%	%	%
Northeastern	24	18	24	75	80	74
Southern	30	10	24	71	89	76
North Central	11	5	9	89	95	91
Western	14	8	25	86	90	74
National	20	11	20	80	88	79

Do you plan to recruit foreign nurses during 1989? (1989 only)

	Yes	Maybe	No
	%	%	%
Northeastern	18	23	59
Southern	20	28	52
North Central	6	13	81
Western	17	14	70
National	15	20	65

If yes: What countries? (more than 2 Nationwide)

Region	Countries	1989 #	1984 #	1981 #
Northeastern:	Philippines	15	14	13
	United Kingdom and Ireland	12	3	8
	Canada	8	2	7
	Jamaica/West Indies	4	2	1
	Netherlands, Belgium	1	-	1
Southern:	Canada	19	6	16
	United Kingdom and Ireland	6	1	7
	Philippines	13	1	7
	Australia/New Zealand	2	-	4
	Jamaica/West Indies	2	-	-
	Netherlands/Belgium	1	-	-
North Central:	Canada	8	1	9
	Philippines	3	-	3
	United Kingdom and Ireland	2	-	2
	Jamaica/West Indies	0	-	-
	Netherlands/Belgium	1	-	-
Western:	United Kindom and Ireland	5	3	11
	Canada	9	2	18
	Jamaica/West Indies	1	1	-
	Philippines	1	-	2
	Belgium/Netherlands	1	-	-
	Australia/New Zealand	1	-	3

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NURSE RECRUITMENT (continued)

During the past year, what has been the most successful method of recruitment for you?

	Northeastern			Southern			North Central			Western			National		
	1989	1988	1984	1989	1988	1984	1989	1988	1984	1989	1988	1984	1989	1988	1984
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Local advertising	56	60	64	63	59	46	52	53	56	64	56	63	58	57	57
Career days	21	29	34	21	27	27	42	51	50	20	20	14	26	32	33
Individual campus visits	13	20	19	23	21	14	31	20	22	24	24	16	22	21	18
Career directories	7	5	8	12	15	15	5	5	4	9	10	20	8	9	10
Student nurse conventions	8	9	8	10	14	6	17	7	13	8	6	4	11	9	8
Job fairs	6	11	9	4	2	1	15	17	5	8	6	-	8	9	4
National nursing journal advertising	5	5	5	17	11	16	3	-	2	11	12	14	8	7	8
Specialty nurse meetings	2	-	2	2	2	1	-	3	2	5	8	8	2	2	2
Nonlocal newspaper advertising	2	2	4	5	3	5	3	-	4	3	2	2	3	2	4

National level	Users				Success by Users		
	1989	1988	1987	1986	Most	Moderately	Little/No
	%	%	%	%	%	%	%
Local advertising	98	97	98	96	59	34	7
Career days	96	92	90	88	28	56	17
Individual Campus visits	78	75	69	61	28	54	17
Student nurse conventions	77	72	62	56	14	55	32
Nonlocal newspaper advertising	71	79	69	68	4	33	62
Job fairs	70	67	63	48	12	43	45
National journal advertising	66	71	63	60	13	43	45
Career directories	65	70	63	67	12	42	46
Specialty nurse meetings	32	50	47	35	3	38	59

How many recruitment trips did you make last year?

	Average			Range
	1989	1988	1984	1989
	#	#	#	#
Northeastern	16	15	10	(0-99)
Southern	16	15	9	(0-68)
North Central	17	17	13	(0-86)
Western	7	5	3	(0-32)
National	15	13	9	(0-99)

How does this compare to previous years?

	More		Same		Less		No Answer	
	1989	1988	1989	1988	1989	1988	1989	1988
	%	%	%	%	%	%	%	%
Northeastern	52	65	32	21	11	1	6	13
Southern	53	62	32	23	12	6	4	9
North Central	56	66	31	27	9	5	4	2
Western	36	52	50	32	6	4	8	12
National	51	62	35	25	10	4	5	9

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ALLIED HEALTH

RECRUITMENT - National values only due to small number responding (278 Nationally - 66 to 105 per region)

How many of the following allied health FTE (full time equivalents) vacancies do you plan to recruit this year?

	Current Vacancies Average		Ave. # to be recruited	
	No Vac.			
1989	1989	1988	1989	1988
	#	#	#	#
Pharmacists	1	1	2	3
Physical therapists	1	1	2	3
Occupational therapists	1	1	1	1
Respiratory therapists	2	3	3	6
Medical technologists	2	2	2	4
Radiologic technician	2	2	2	3
Nurses	37	42	86	100
	%	%		
	59	49		
	44	34		
	64	55		
	42	32		
	45	51		
	30	32		
	2	1		

During the past year, what methods of recruiting allied health personnel have been successful for you?

	1989	1988	1987
	%	%	%
Local advertising	48	48	46
Nat. prof. journal advertising	25	26	27
Career days	14	18	13
Ads	14	16	-
Indiv. campus visits	14	13	10
Referral/word of mouth	12	6	10
Job fairs	9	7	9
Mass direct mailings	9	6	-
Conventions/meetings	4	6	9
Agency/prof. recruiters	5	6	-
Nonlocal newspaper advertising	2	2	16
Other	15	13	19
No answer	10	8	7

Which positions are hardest to fill?

	1989	1988	1987
	%	%	%
Physical therapist	69	60	66
Pharmacist	62	29	28
Radiology technician	57	13	19
Respiratory therapist	51	21	21
Medical technologist	51	15	NA
Occupational therapist	46	20	15
Other	14	8	30
No Answer	5	2	1

How difficult? (where 1=most difficult to fill)

	1	2	3	4	5	6	Not Prioritized
	%	%	%	%	%	%	%
P.T.	35	12	6	3	*	-	14
Pharm.	12	12	11	4	6	5	13
Radiol.	10	9	9	8	5	4	12
Resp. T.	5	8	9	10	6	4	9
Med. Tech.	4	7	8	11	8	5	8
Occ. T.	5	11	7	3	6	4	10
Other	3	3	2	*	-	-	6

BENEFITS - In addition to health and life insurance, does your facility offer the following benefits to health care employees?

Pension Plan:

	1989	1988	1984	1980
	%	%	%	%
Northeastern	96	98	96	90
Southern	90	89	89	85
North Central	100	98	100	95
Western	94	94	100	97
National	95	95	96	91

Tax shelter annuity:

	1989	1988	1984	1980
	%	%	%	%
Northeastern	94	94	87	76
Southern	86	86	79	49
North Central	96	98	93	85
Western	92	98	88	72
National	93	94	87	69

Credit union:

	1989	1988	1984	1980
	%	%	%	%
Northeastern	85	81	81	54
Southern	97	99	85	86
North Central	98	95	88	73
Western	99	98	98	84
National	94	92	86	75

Dental Insurance:

	1989	1988	1984	1980
	%	%	%	%
Northeastern	88	90	79	42
Southern	84	76	39	12
North Central	91	92	75	39
Western	97	96	100	88
National	90	88	75	36

Pharmacy discount:

	1989	1988	1984
	%	%	%
Northeastern	81	89	85
Southern	84	91	83
North Central	87	92	80
Western	79	78	73
National	83	88	81

Wellness center:

	1989	1988	1984
	%	%	%
Northeastern	33	33	27
Southern	34	47	30
North Central	47	54	35
Western	35	44	33
National	37	44	31

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ALLIED HEALTH (continued)

Child care center:

	1989	1988	1984
	%	%	%
Northeastern	38	34	21
Southern	30	30	22
North Central	41	37	32
Western	24	30	12
National	34	33	23

Full-time benefits for part-time employees:

	1989	1988	1987
	%	%	%
Northeastern	21	21	15
Southern	21	18	17
North Central	20	20	25
Western	36	44	39
National	23	25	22

Pro-rated benefits for part-time employees:

	1989	1988	1987
	%	%	%
Northeastern	86	85	88
Southern	76	83	89
North Central	82	78	80
Western	82	82	88
National	82	83	86

Tuition reimbursement:

	1989	1988
	%	%
Northeastern	99	96
Southern	99	97
North Central	100	100
Western	92	92
National	98	97

Other benefits in 1989 (National only) more than 10 mentions:

#	
27	Free parking
19	Child care
18	Employee counseling and assistance/EAP
16	Tuition/Scholarship
15	Disability
15	Excellent vacation/Holiday benefits
14	Food discount/Free meals
12	Relocation bounty
12	Sickleave "buy back"

SALARIES

	Average minimum		Average maximum		Range		Average minimum		Average maximum		Range
	1989	1988	1989	1988	1989		1989	1988	1989	1988	1989
	$	$	$	$	$		$	$	$	$	$
Physical therapist						**Radiologic Technician**					
Northeastern	26,425	23,978	34,939	31,948	(20,800 - 53,300)	NE	20,546	17,957	26,801	23,886	(15,800 - 39,600)
Southern	26,117	24,613	36,369	34,532	(20,000 - 52,000)	S	17,575	16,667	24,786	23,639	(15,000 - 37,200)
North Central	25,664	24,114	35,463	33,405	(20,800 - 48,900)	NC	18,261	17,513	24,788	23,872	(14,600 - 33,200)
Western	26,835	25,707	37,139	35,813	(20,800 - 44,500)	W	20,694	20,307	28,148	28,367	(16,500 - 39,100)
National	26,176	24,483	35,761	33,698	(20,000 - 53,300)	N	19,139	17,941	25,885	24,664	(14,600 - 39,600)
Occupational therapist						**Medical Technologist**					
Northeastern	24,802	22,602	33,645	30,705	(19,500 - 45,000)	N	21,408	18,785	28,795	25,932	(14,700 - 37,500)
Southern	24,078	22,522	34,151	31,592	(17,500 - 46,000)	S	20,227	19,702	28,620	28,332	(16,600 - 38,900)
North Central	23,722	22,422	32,923	30,638	(19,900 - 41,500)	NC	20,613	20,178	28,404	27,570	(14,000 - 39,400)
Western	25,880	24,046	35,951	33,725	(19,800 - 50,500)	W	24,005	23,785	32,891	33,151	(19,000 - 44,500)
National	24,447	22,805	33,876	31,529	(17,500 - 50,500)	N	21,244	20,330	29,239	28,407	(14,700 - 44,500)
Respiratory therapist						**Pharmacist**					
Northeastern	21,624	19,264	28,704	25,698	(17,300 - 40,600)	NE	31,382	28,388	40,758	37,914	(20,800 - 53,800)
Southern	19,714	18,983	27,732	26,173	(14,700 - 34,500)	S	30,585	29,623	41,242	42,123	(23,000 - 53,500)
North Central	19,211	18,914	26,060	25,408	(13,000 - 36,000)	NC	29,861	28,226	41,229	38,120	(24,000 - 53,000)
Western	20,557	20,385	29,205	28,251	(15,200 - 43,000)	W	34,308	32,875	45,208	44,375	(29,000 - 58,800)
National	20,249	19,316	27,714	26,242	(13,000 - 43,000)	N	31,126	29,575	41,923	40,475	(20,800 - 59,900)

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BENEFITS AND SALARIES FOR NURSES

Which of the following benefits/opportunities does your facility offer to nurses?

Tuition reimbursement:

	1989 %	1988 %	1984 %	1980 %
Northeastern	99	96	96	100
Southern	100	97	83	79
North Central	99	98	89	89
Western	94	88	79	63
National	98	95	88	84

Paid time off to attend seminars/ continuing education:

	1989 %	1988 %	1984 %
Northeastern	91	90	96
Southern	82	77	97
North Central	78	80	89
Western	91	86	94
National	85	84	94

Special orientations or internship programs (for new graduates):

	1989 %	1988 %	1984 %	1980 %
Northeastern	74	83	85	82
Southern	76	85	80	94
North Central	75	76	87	94
Western	86	80	84	94
National	77	81	84	91

Evening/weekend shift differential payment: (1989 see below)

	1988 %	1987 %
Northeastern	87	82
Southern	88	86
North Central	78	78
Western	70	64
National	82	78

Flexible staffing:

	1989 %	1988 %	1984 %	1980 %
Northeastern	83	78	77	38
Southern	91	86	87	62
North Central	86	75	72	59
Western	91	78	77	53
National	87	79	78	55

Critical care internship:

	1989 %	1988 %	1987 %
Northeastern	49	44	49
Southern	57	55	57
North Central	37	34	33
Western	74	70	48
National	52	49	47

Evening/night differential payment: (1989 only)

	%
Northeastern	98
Southern	97
North Central	95
Western	99
National	97

Weekend differential payment: (1989 only)

	%
Northeastern	59
Southern	67
North Central	58
Western	49
National	59

Scholarships to student nurses: (1989 only)

	%
Northeastern	33
Southern	39
North Central	46
Western	27
National	37

Clinical laddering:

	1989 %	1988 %	1984 %
Northeastern	42	50	38
Southern	59	50	39
North Central	40	34	30
Western	61	54	49
National	49	47	38

Refresher courses: (to retrain returning nurses)

	1989 %	1988 %	1984 %	1980 %
Northeastern	24	35	16	42
Southern	25	23	19	46
North Central	24	22	19	47
Western	26	20	8	44
National	25	26	16	45

Work study programs for students:

	1989 %	1988 %	1984 %
Northeastern	30	27	42
Southern	26	27	46
North Central	30	24	37
Western	18	26	37
National	27	28	41

Sign-on bonus:

	1989 %	1988 %
Northeastern	27	24
Southern	26	30
North Central	20	22
Western	12	14
National	22	23

Retention bonus:

	1989 %	1988 %
Northeastern	13	10
Southern	12	14
North Central	5	5
Western	15	6
National	11	9

Other benefits (National only) more than 5 mentions:

#	
13	Relocation assistance
13	Referral bonus
9	Weekend alternative/full time benefits
7	Specific pay incentives
7	Inservice programs
6	Critical care/unit pay differential
6	Shift options (12 hr. shift/Baylor plan)

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SALARIES - What is the ANNUAL salary range for each of the following positions?

	Average Minimum			Average maximum			Range
	1989	1988	1984	1989	1988	1984	1989
	$	$	$	$	$	$	
LPN/LVN				**LPN/LVN**			
Northeastern	18,035	16 136		Northeastern	23,962	21,589	(12,000 - 35,000)
Southern	14,561	14,008		Southern	20,700	19,535	(9,800 - 28,000)
North Central	15,405	15,189	N.A.	North Central	20,660	20,008	N.A. (10,200 - 25,300)
Western	17,119	16,430		Western	22,891	23,322	(13,300 - 28,600)
National	16,263	15,422		National	22,013	20,828	(9,800 - 35,000)
RN				**RN**			
Northeastern	25,977	23,032	18,845	Northeastern	36,104	31,313	24,383 (20,600-56,000)
Southern	22,342	21,011	17,835	Southern	32,904	30,252	24,381 (19,500-45,000)
North Central	22,733	22,019	18,945	North Central	31,808	29,275	25,106 (17,600-43,800)
Western	25,702	24,041	20,463	Western	37,667	34,360	27,509 (17,500-52,000)
National	24,150	22,485	18,835	National	34,376	31,144	25,071 (17,500-56,000)
Head nurse				**Head nurse**			
Northeastern	31,448	28,157	22,698	Northeastern	42,216	38,126	29,267 (22,700-67,000)
Southern	27,998	26,789	21,796	Southern	39,880	38,458	29,784 (22,100-53,900)
North Central	28,392	27,510	22,896	North Central	40,157	37,886	30,748 (19,400-56,000)
Western	32,895	30,770	25,853	Western	45,891	43,279	34,903 (25,300-84,700)
National	29,972	28,182	22,951	National	41,682	39,189	30,640 (19,400-67,000)
Supervisor				**Supervisor**			
Northeastern	32,222	29,504	24,834	Northeastern	44,090	40,232	31,784 (24,500-73,200)
Southern	28,945	26,964	23,083	Southern	41,052	38,848	31,340 (20,800-55,700)
North Central	29,507	28,783	24,618	North Central	41,733	39,966	33,103 (22,000-70,300)
Western	34,151	31,289	27,782	Western	47,469	44,570	36,475 (24,500-68,300)
National	31,000	29,077	24,717	National	43,255	40,748	32,774 (20,800-73,200)
Director of Nursing				**Director of Nursing**			
Northeastern	44,495	40,202	34,939	Northeastern	61,755	58,103	45,824 (28,400-100,000)
Southern	38,704	36,886	29,683	Southern	54,771	53,833	42,989 (27,800-85,000)
North Central	39,842	35,773	31,248	North Central	56,814	50,351	43,488 (25,400-105,100)
Western	47,223	45,473	37,134	Western	68,386	62,975	48,927 (30,000-125,000)
National	42,360	39,239	32,809	National	59,972	56,141	44,961 (25,400-125,000)

Do you pay more for a BSN than a diploma or an ADN?

	Yes				No			
	1989	1988	1984	1980	1989	1988	1984	1980
	%	%	%	%	%	%	%	%
Northeastern	34	29	43	38	61	70	51	62
Southern	38	20	28	34	59	80	69	66
North Central	23	24	33	39	73	73	65	61
Western	30	30	23	25	61	66	69	72
National	31	26	33	35	64	72	63	65

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RECRUITER

What is your annual salary?

	Averages				Range
	1989	1988	1984	1980	1989
	$	$	$	$	$
Northeastern	35,193	31,295	26,858	18,322	(17,400 - 58,600)
Southern	31,248	29,623	26,085	18,014	(15,900 - 50,200)
North Central	30,713	30,154	26,963	19,516	(15,000 - 47,600)
Western	36,767	34,526	30,409	21,504	(22,200 - 52,000)
National	33,282	31,285	27,224	19,019	(15,000 - 58,600)

What category positions are covered by your recruiting? (1989 only)

	Nursing and all others	Only Nursing	Only Non-nursing
	%	%	%
Northeastern	63	34	3
Southern	71	28	-
North Central	78	21	1
Western	65	33	2
National	69	29	2

What percent of your time is spent on recruitment?

	Average				Range
	1989	1988	1984	1980	1989
	%	%	%	%	%
Northeastern	72	75	63	74	(5-100)
Southern	69	73	56	72	(5-100)
North Central	71	74	53	73	(5-100)
Western	61	67	52	78	(5-100)
National	69	73	57	73	(5-100)

What percent of your time is spent on retention?

	Average		Range
	1989	1988	1989
	%	%	%
Northeastern	24	21	(0-80)
Southern	26	23	(0-75)
North Central	21	21	(0-70)
Western	25	23	(0-80)
National	24	22	(0-80)

Which positions are covered by your recruiting?

	RN		LPN/LVN		Therapists Phys, Occ, and Respiratory		Nurses Aides/ Orderlies		Ward Clerk/ Unit Secretary		Pharmacist		Medical Technologist		Physician		Other	
	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988	1989	1988
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	96	96	87	76	26	24	72	62	53	49	22	22	22	23	2	4	33	27
Southern	99	94	90	88	31	32	55	67	46	58	26	33	25	29	4	3	39	41
North Central	94	98	89	76	44	36	67	56	61	51	41	32	34	24	11	5	40	41
Western	97	96	79	86	21	12	64	72	56	70	15	16	18	16	5	6	27	34
National	96	96	87	81	31	27	65	64	54	56	27	26	25	23	5	4	36	35

Other positions (National) more than 6 mentions: Technical professionals (35), student, interm, & extern nurses (18), all positions (17), management and administration (15), clerical personnel (11), and dietitians (7).

How long have you held this job?

	Average # months			Range
	1989	1988	1984	1989
	#	#	#	#
Northeastern	30	37	42	(1-360)
Southern	25	34	33	(2-276)
North Central	31	66	48	(2-264)
Western	34	39	40	(1-180)
National	30	43	41	(1-360)

How long have you been engaged in recruiting?

	Average # months			Range
	1989	1988	1984	1989
	#	#	#	#
Northeastern	39	59	56	(1-300)
Southern	34	50	43	(2-204)
North Central	36	74	54	(2-276)
Western	42	57	52	(1-192)
National	38	59	51	(1-300)

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Would you be interested in certification for the specialty of recruitment if it were available? (1989 only)

	Yes	No
	%	%
Northeastern	84	15
Southern	84	15
North Central	79	21
Western	74	24
National	81	18

If you could obtain recruitment certification would it make a difference in your status as a human resource professional?

	Yes	No	Don't Know
		%	%
Northeastern	28	24	48
Southern	28	27	44
North Central	18	31	51
Western	15	38	47
National	23	29	48

What is your title?

	Nurse Recruiter			Nurse Recruitment/ Resource/Employ. Coord., Dir., Mgr.		Employment Mgr., Dir. Coordinator			Nurse Recruitment & Retention Dir., Coordinator, Mgr.			Prof. Health Care Recruiter/ Recruiter	
	1989	1988	1984	1989	1988	1989	1988	1984	1989	1988	1984	1989	1988
	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	33	37	48	15	16	10	10	4	21	7	11	10	9
Southern	40	32	38	25	12	12	9	4	3	5	17	11	20
North Central	29	22	37	16	12	25	20	10	4	3	17	10	15
Western	32	42	29	21	14	18	12	12	17	8	25	5	-
National	33	33	40	19	14	16	13	7	11	6	16	9	11

	Personnel-Specialist, Coordinator, Director			Nursing Admin. D.O.N./Assistant			Coordinator		Other		
	1989	1988	1984	1989	1988	1984	1989	1988	1989	1988	1984
	%	%	%	%	%	%	%	%	%	%	%
Northeastern	6	7	11	1	-	4	1	7	4	2	5
Southern	4	11	7	1	3	12	1	5	2	3	12
North Central	7	10	5	1	3	4	-	2	5	5	19
Western	2	12	8	5	2	6	2	6	-	2	10
National	5	9	8	2	2	6	1	5	3	3	11

What is the highest level of education you have completed?

	Associate Degree				Diploma			Bachelor's Degree				Master's Degree				Other			
	1989	1988	1984	1980	1989	1988	1984	1989	1988	1984	1980	1989	1988	1984	1980	1989	1988	1984	1980*
	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	9	7	11	10	9	10	14	56	60	42	70	24	21	30	8	2	1	-	26
Southern	10	2	7	16	14	12	14	61	70	60	52	12	15	14	12	1	-	1	35
North Central	9	12	13	14	23	19	18	51	51	51	60	11	10	14	4	1	3	2	38
Western	17	18	6	19	8	8	16	55	56	49	50	17	16	21	19	3	-	2	22
National	10	9	10	14	14	12	16	55	60	50	57	16	16	20	10	2	1	1	32

*1980 figures include Diploma nurses

Are you an RN?

	Yes				Male				Female			
	1989	1988	1984	1980	1989	1988	1984	1980	1989	1988	1984	1980
	%	%	%	%	%	%	%	%	%	%	%	%
Northeastern	83	83	83	64	5	6	4	10	95	88	93	88
Southern	71	76	78	58	7	12	11	19	92	83	87	80
North Central	63	64	75	75	9	10	6	13	91	80	92	84
Western	79	80	80	88	2	6	8	6	99	84	92	94
National	74	76	79	68	6	9	7	13	94	84	91	85

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We are exploring ways to be of additional service to our members and to do so we need your opinions and ideas.

Please take a few minutes to answer the following questions. You need not sign your name unless you wish. Just mail your response to:

NAHCR
National Association For Health Care Recruitment
P. O. Box 5769
Akron, Ohio 44372

Does the survey provide you with information that is useful?

	Yes	No
for you	[]	[]
for your administration	[]	[]
other (please specify)		

_____

Is the information presented in an easily understood form?

[] Yes [] No

If no: What was not clear?_____

_____

What information would you like to have that was not included?_____

_____

_____

Any other comments or suggestions:_____

_____

_____

_____

_____

_____